

Miami-Dade County 

The Process— Implementation and Updates

The first phase of our process focused on the development of global planning statements that are the cornerstones of our strategic plan, describing who we are, where we want to go, and the manner in which we will strive for our goals. Our Vision, Mission, Guiding Principles and Strategic Themes were developed through an extensive outreach process that included interviews with elected officials, open community workshops, focus groups in Commission Districts, and community surveys, as well as employee focus groups and surveys (60 meetings, approximately 1,000 participants, and over 2,000 surveys and interviews).

Community Consensus

The Miami-Dade County community represents a great diversity of opinions and perspectives. Nevertheless, significant consensus emerged, and shared concerns about issues such as quality of life, the role of government, and our natural resources are reflected in the statements.



In addition, we internally identified the strengths and weaknesses of Miami-Dade County government, as well as opportunities and challenges we face, and identified future trends that may impact our ability to provide services.

The process also included the participation of a Core Community Planning Team that worked with Miami-Dade County executives in guiding the project through completion. Members of this team included the following individuals:

Marleine Bastien,
President,
Haitian Women of Miami

T. Willard Fair,
President/CEO
The Urban League of Greater Miami

Ray Goode,
Vice President, Public Affairs,
Ryder System, Inc.

Marta Gutierrez,
Vice President,
The Gutierrez Group

Adolfo Henriques,
President/CEO,
Union Planters Bank

Modesto Maidique,
President
Florida International University

Fred Messing,
Chief Operating Officer,
Baptist Health Systems of South Florida

Harve Mogul,
President & CEO,
United Way of Miami-Dade

Otis Pitts, Jr.,
President,
Peninsula Developers Inc.

Rev. Walter Richardson,
Sweet Home Missionary
Baptist Church

Donna Shalala,
President,
University of Miami

Rosa Sugranes,
Chairperson,
Iberia Tiles Corporation

Daniel S. Tantleff,
President
Miami-Dade County
League of Cities,
Vice Mayor,
Bal Harbor Village

Arthur Teitelbaum,
Southern Area Director,
Anti-Defamation League

Our effort was supplemented by a group of concerned citizens who have championed a year-long process called **“One Community: One Vision”**, meeting with community leaders to design a visioning process for the whole community. Miami-Dade County government’s statements link to these broader community statements.

Concurrent with developing these broader statements, we reached into our community to hear the recommendations regarding our six comprehensive areas of service delivery:

Economic Development

Health and Human Services

Neighborhood and Unincorporated Area Municipal Services

Public Safety

Recreation and Culture

Transportation

The development of the six strategic area master plans was guided by the Assistant County Manager responsible for that functional area, the applicable Department Directors, and a Strategic Area Community Planning Team. Over 100 members of Strategic Area Community Planning Teams provided the leadership and community expertise needed to make each Strategic Area Master Plan a success by:

- Providing communications linkages to the organizations they work with every day and with members of their community
- Interacting with the strategic planning teams composed of Miami-Dade County staff and with the planning and communications consultants for the project
- Providing necessary input throughout the strategic planning process, and working together with staff to develop specific goals, strategies, and objectives within each strategic area

Working in partnerships, these teams developed draft mission statements for each of the six

strategic areas and preliminary strategic goals.

Critical to the process were existing plans and initiatives. In some of the service delivery areas, much work had already been accomplished. For example:

- The Mayor's Economic Summit
- Miami-Dade County Comprehensive Development Master Plan
- The draft Comprehensive Development Master Plan Economic Element
- The Regional Transportation Summit
- The district meetings and summits related to a dedicated funding source for transportation in Miami-Dade County
- The Alliance for Human Services Master Plan
- Public Health Trust Strategic Plan
- Departmental Plans
- Community and Economic Development Consolidated Plan citizen meetings

On June 19, 2002, we held a communitywide event to gather input from the community on their recommendations in each of these six service delivery areas. The event included break-out sessions for the six comprehensive areas of service delivery. We briefly reviewed the input received and asked the participants to provide their ideas as to what actions Miami-Dade County should take to best achieve the goals identified so far. We also asked the participants to provide input for any additional goals needed. Finally, we asked them to

identify their top priorities in each of the strategic areas. Subsequent to the event, each strategic area planning group comprised of key Miami-Dade County staff refined the goals based on the input received. They developed a five year strategy, with measurable objectives, to accomplish each goal. On June 3, 2003, Miami-Dade County Board of Commissioners adopted resolution R-664-03, Miami-Dade County's first ever Strategic Plan community goals and key strategic outcomes as summarized in the following chart.



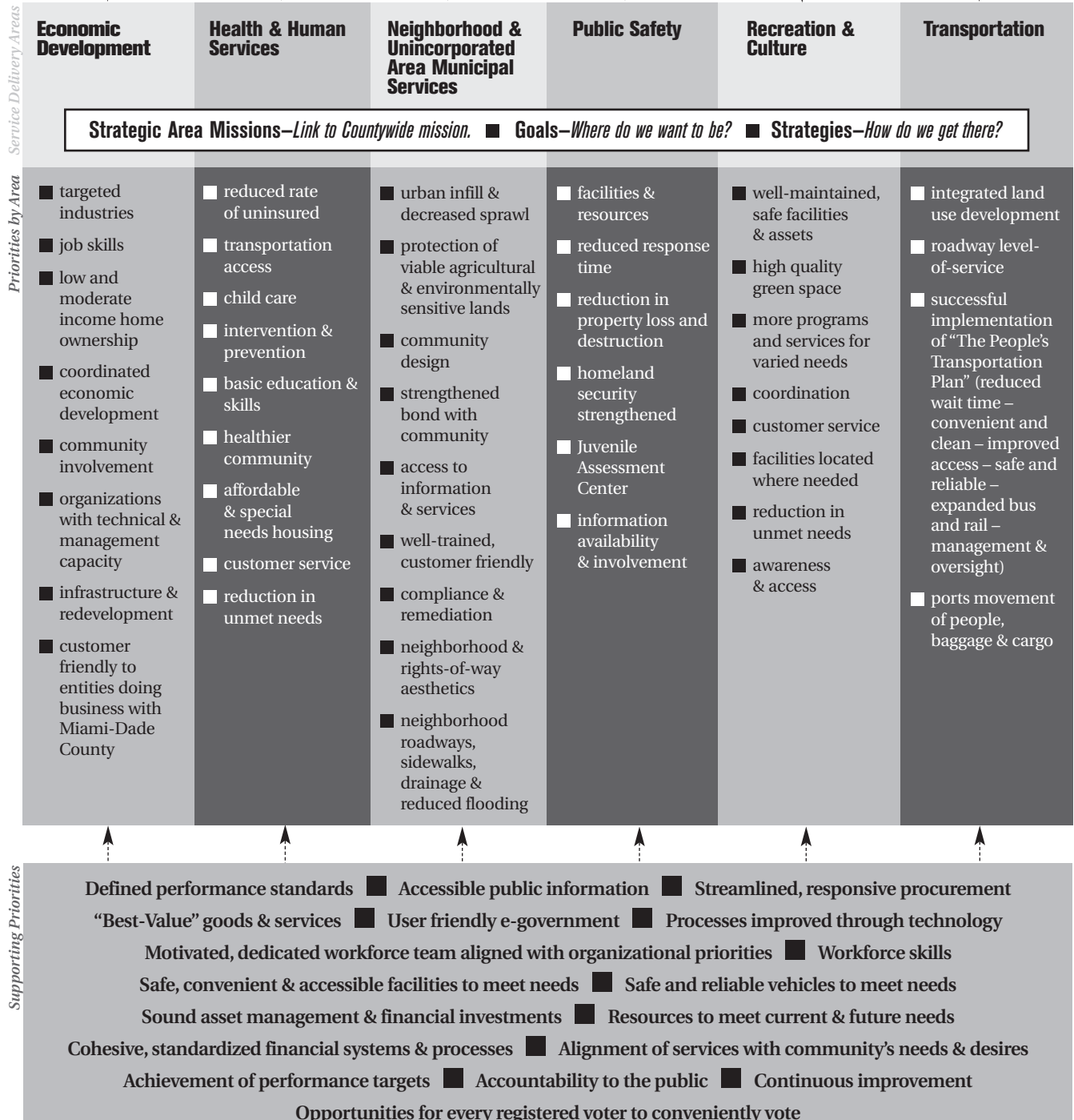
MIAMI-DADE COUNTY STRATEGIC PLAN SUMMARY

MISSION

Delivering excellent public services that address our community's needs and enhance our quality of life

COUNTYWIDE PRIORITIES

Fiscally responsible and stable ■ Quality of life for all ■ Safety and quality of neighborhoods
Technology, innovation, access and information ■ Planning for land use, transportation and growth
A healthy economy ■ Transportation ■ Environment ■ Cooperation and coordination



Fiscal Year 2003 – 04 marked the first year that Miami-Dade County had a multi-year strategic plan in place. This framework provides countywide priorities with measurable performance objectives to which departments can align their annual operational plans (business plans). Miami-Dade County departments have recently begun this process. Departments are refining their specific operational initiatives and how they link with our organizational strategies. In some cases current initiatives may not be sufficient to achieve all strategic plan objectives. The Strategic Plan, however, is a five year plan; performance objectives contained therein may not be achieved until 2008, whereas departmental business plan objectives are updated at least annually. Priorities established in the Strategic Plan and reflected in departmental business plans will be the basis for the County's resource allocation process.

As this results-oriented approach matures, greater alignment between the

Strategic Plan and departmental business plans will be achieved. Departments will continue to include the implementation of these goals, strategies and key objectives in their annual business plans and their budgets. By linking to the annual departmental business plan process, each department becomes accountable for achieving its component of the overall plan. Managers will be evaluated based on achievement of their departmental goals. Each department continues to create and refine their operational performance measures to track progress towards achieving the intended outcomes contained in the strategic plan.

The strategic planning initiative is constantly evolving. Progress towards achieving strategic plan objectives will be continuously monitored and the supporting strategies will be re-evaluated every two years. As shown on the following chart summarizing Miami-Dade County's strategic planning process, full updates of the plan will be conducted every five years.

